

**NC STATE
UNIVERSITY**

PACE CAMPUS CLIMATE SURVEY

An initiative of the Belk Center at NC State

706 Hillsborough Street | Raleigh, NC 27603

Ventura College

Ventura, California

PACE Report

PACE Climate Survey for Community Colleges

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PACE Literature Review

The PACE Climate Survey for Community Colleges allows community college leaders to better understand their institution's organizational culture by hearing directly from employees about how they perceive and experience the campus climate. In this work, climate refers to the prevailing condition that affects satisfaction (e.g., morale and feelings) and productivity (e.g., task completion or goal attainment) at a particular point in time. Essentially, climate is a subset of an organization's culture, emerging from the assumptions made about the underlying value system and finding expression through members' attitudes and actions (Baker et al., 1992). As a result, organizational culture can have a significant influence on an organization's climate, which can be observed in the organization's performance and effectiveness, employee productivity and morale, and the ability to attract, motivate, and retain employees (Warrick, 2017; Yukl, 2013).

The way that various individuals behave in an organization influences the climate that exists within that organization. If individuals perceive accepted patterns of behavior as motivating and rewarding their performance, they tend to see a positive environment. Conversely, if they experience patterns of behavior that are self-serving, autocratic, or punishing, then they perceive a negative climate. The importance of these elements as determiners of quality and productivity and the degree of satisfaction that employees receive from the performance of their jobs have been well documented in the research literature for more than 40 years (Baker et al., 1992).

Thus, the mission of the PACE Climate Survey is to promote open and constructive communication between institutions and their employees by assessing the way faculty, staff, and administrators experience and perceive their work and institution. In so doing, the data collected act as a catalyst for improving institutional climate for the purpose of enhancing institutional performance across a variety of outcomes. Data collected from the PACE Climate Survey falls along four climate factors, each with a unique focus:

- Institutional Structure focuses on the mission, leadership, spirit of cooperation, structural organization, decision-making, and communication within the institution.
- Supervisory Relationships provide insight into the relationship between employees and their supervisors, as well as employees' abilities to be creative and express ideas related to their work.
- The Teamwork climate factor explores the spirit of cooperation that exists within teams.
- The Student Focus climate factor considers the centrality of students to the actions of the institution as well as the extent to which students are prepared for post-institution endeavors.

The combination of these factors provides an assessment of the overall campus climate based on employee feedback, while looking at each climate factor distinctly may assist institutional leaders in defining specific areas of campus climate that are points of pride or areas to improve. Thus, by hearing directly from employees about how they experience their work, the PACE Climate Survey empowers institutional leaders to gauge their progress toward improving institutional climate and culture and sets the stage for data-informed decision-making and strategic planning.

References

Baker, G. A., Biggerstaff, C., Martinez Tagle, T., Roe, M. A, Gillett-Karam, R., Peña, E., Nelson, M., Baber, P., & Clark, G. A. (1992). *Cultural leadership: Inside America's community college*. American Association of Community and Junior Colleges. Community College Press.
<https://files.eric.ed.gov/fulltext/ED350049.pdf>

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404.

Yukl, G.A. (2013). *Leadership in organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.

Table 1. Institutional Structure Frequency Distributions

VC compared with:

Institutional Structure	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
1 The actions of this institution reflect its mission	Strongly Disagree	23	12%	1482	3%	500	3%	90	4%
	Disagree	51	26%	4896	9%	1487	8%	249	11%
	Neither	39	20%	7400	13%	2560	14%	401	17%
	Agree	65	34%	26166	47%	8404	46%	1059	45%
	Strongly Agree	16	8%	15248	28%	5367	29%	570	24%
	Total	194	100%	55192	100%	18318	100%	2369	100%
4 Decisions are made at the appropriate level at this institution	Strongly Disagree	39	20%	4065	7%	1395	8%	198	8%
	Disagree	49	25%	10242	19%	3391	19%	433	18%
	Neither	55	28%	12197	22%	4098	23%	533	23%
	Agree	39	20%	18543	34%	5915	33%	754	32%
	Strongly Agree	13	7%	9448	17%	3244	18%	430	18%
	Total	195	100%	54495	100%	18043	100%	2348	100%
5 The institution effectively promotes diversity in the workplace	Strongly Disagree	21	11%	2041	4%	660	4%	129	5%
	Disagree	23	12%	4454	8%	1271	7%	218	9%
	Neither	48	25%	9897	18%	3030	17%	448	19%
	Agree	67	35%	20823	38%	6808	37%	829	35%
	Strongly Agree	33	17%	17472	32%	6390	35%	730	31%
	Total	192	100%	54687	100%	18159	100%	2354	100%
6 Institutional leadership is focused on meeting the needs of students	Strongly Disagree	25	13%	2464	4%	744	4%	145	6%
	Disagree	42	21%	5332	10%	1663	9%	268	11%
	Neither	45	23%	7259	13%	2449	13%	353	15%
	Agree	56	28%	21183	39%	6795	37%	868	37%
	Strongly Agree	30	15%	18667	34%	6501	36%	730	31%
	Total	198	100%	54905	100%	18152	100%	2364	100%

VC compared with:

Institutional Structure (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
10 Information is shared within this institution	Strongly Disagree	41	21%	5148	9%	1596	9%	210	9%
	Disagree	51	26%	9807	18%	3054	17%	386	16%
	Neither	50	26%	11169	20%	3670	20%	486	20%
	Agree	36	19%	18113	33%	5947	33%	775	33%
	Strongly Agree	16	8%	10948	20%	3990	22%	519	22%
	Total	194	100%	55185	100%	18257	100%	2376	100%
11 Institutional teams use problem-solving techniques	Strongly Disagree	25	14%	1792	4%	591	4%	95	4%
	Disagree	46	26%	5430	11%	1722	10%	237	11%
	Neither	65	36%	14459	28%	4765	28%	649	30%
	Agree	35	19%	21178	42%	6910	41%	824	38%
	Strongly Agree	9	5%	8039	16%	2851	17%	341	16%
	Total	180	100%	50898	100%	16839	100%	2146	100%
15 I am able to appropriately influence the direction of this institution	Strongly Disagree	40	22%	5662	11%	1889	11%	270	12%
	Disagree	45	24%	9187	18%	3034	18%	357	16%
	Neither	47	26%	14560	28%	4834	29%	597	27%
	Agree	40	22%	14735	29%	4663	28%	636	29%
	Strongly Agree	12	7%	7290	14%	2435	14%	336	15%
	Total	184	100%	51434	100%	16855	100%	2196	100%
16 Open and ethical communication is practiced at this institution	Strongly Disagree	48	26%	4461	8%	1404	8%	224	10%
	Disagree	48	26%	7929	15%	2410	13%	315	14%
	Neither	42	22%	11154	21%	3729	21%	460	20%
	Agree	34	18%	19384	36%	6374	36%	838	36%
	Strongly Agree	15	8%	11347	21%	4011	22%	459	20%
	Total	187	100%	54275	100%	17928	100%	2296	100%

VC compared with:

Institutional Structure (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
22 This institution has been successful in positively motivating my performance	Strongly Disagree	41	22%	4829	9%	1626	9%	209	9%
	Disagree	41	22%	7876	15%	2452	14%	322	14%
	Neither	26	14%	10969	20%	3730	21%	449	20%
	Agree	51	28%	17816	33%	5774	33%	725	32%
	Strongly Agree	26	14%	12366	23%	4173	24%	558	25%
	Total	185	100%	53856	100%	17755	100%	2263	100%
25 A spirit of cooperation exists at this institution	Strongly Disagree	57	31%	3952	7%	1255	7%	182	8%
	Disagree	42	23%	7382	14%	2193	12%	290	13%
	Neither	28	15%	10186	19%	3342	19%	404	18%
	Agree	42	23%	20543	38%	6885	39%	833	37%
	Strongly Agree	15	8%	11826	22%	4115	23%	557	25%
	Total	184	100%	53889	100%	17790	100%	2266	100%
29 Institution-wide policies guide my work	Strongly Disagree	19	11%	1546	3%	523	3%	77	3%
	Disagree	20	11%	3243	6%	954	5%	155	7%
	Neither	34	19%	10771	20%	3588	20%	508	23%
	Agree	74	41%	24052	45%	7782	44%	943	42%
	Strongly Agree	33	18%	13581	26%	4684	27%	544	24%
	Total	180	100%	53193	100%	17531	100%	2227	100%
32 This institution is appropriately organized	Strongly Disagree	45	26%	4816	9%	1613	9%	204	9%
	Disagree	50	28%	9899	19%	3097	18%	408	19%
	Neither	41	23%	12407	24%	3991	23%	464	21%
	Agree	28	16%	16923	32%	5535	32%	702	32%
	Strongly Agree	12	7%	8669	16%	3141	18%	426	19%
	Total	176	100%	52714	100%	17377	100%	2204	100%

VC compared with:

Institutional Structure (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
38 I have the opportunity for advancement within this institution	Strongly Disagree	34	21%	6904	14%	2249	13%	280	13%
	Disagree	32	19%	8157	16%	2591	16%	305	14%
	Neither	48	29%	12274	24%	3866	23%	494	23%
	Agree	36	22%	13953	28%	4693	28%	601	28%
	Strongly Agree	15	9%	9198	18%	3310	20%	434	21%
	Total	165	100%	50486	100%	16709	100%	2114	100%
41 I receive adequate information regarding important activities at this institution	Strongly Disagree	19	11%	2346	4%	713	4%	98	4%
	Disagree	30	17%	6024	11%	1792	10%	230	11%
	Neither	28	16%	7889	15%	2651	15%	321	15%
	Agree	70	39%	23944	45%	7786	45%	1018	47%
	Strongly Agree	32	18%	12805	24%	4478	26%	511	23%
	Total	179	100%	53008	100%	17420	100%	2178	100%
44 Administrative processes are clearly defined	Strongly Disagree	37	21%	4815	9%	1624	9%	260	12%
	Disagree	53	30%	9957	19%	3148	18%	421	20%
	Neither	44	25%	11836	23%	3982	23%	455	21%
	Agree	27	15%	17290	33%	5524	32%	657	31%
	Strongly Agree	16	9%	8477	16%	2911	17%	359	17%
	Total	177	100%	52375	100%	17189	100%	2152	100%

Table 2. Student Focus Frequency Distributions

VC compared with:

Student Focus	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
7 Student needs are central to what we do	Strongly Disagree	18	9%	1660	3%	543	3%	100	4%
	Disagree	31	16%	4126	7%	1275	7%	198	8%
	Neither	23	12%	5736	10%	1871	10%	286	12%
	Agree	67	34%	20242	37%	6459	35%	841	35%
	Strongly Agree	57	29%	23322	42%	8064	44%	953	40%
	Total	196	100%	55086	100%	18212	100%	2378	100%
8 I feel my job is relevant to this institution's mission	Strongly Disagree	6	3%	779	1%	301	2%	50	2%
	Disagree	4	2%	1060	2%	379	2%	60	3%
	Neither	14	7%	2986	5%	1089	6%	138	6%
	Agree	46	24%	16474	30%	5372	30%	688	29%
	Strongly Agree	120	63%	33690	61%	11043	61%	1442	61%
	Total	190	100%	54989	100%	18184	100%	2378	100%
17 Faculty meet the needs of students	Strongly Disagree	3	2%	834	2%	275	2%	59	3%
	Disagree	15	8%	2491	5%	802	5%	119	6%
	Neither	42	23%	7976	16%	2636	16%	365	17%
	Agree	79	44%	22659	45%	7208	43%	948	44%
	Strongly Agree	41	23%	16762	33%	5702	34%	667	31%
	Total	180	100%	50722	100%	16623	100%	2158	100%
18 Student diversity is important at this institution	Strongly Disagree	4	2%	951	2%	299	2%	76	3%
	Disagree	11	6%	1955	4%	510	3%	121	5%
	Neither	20	11%	6808	13%	1941	11%	280	12%
	Agree	79	42%	21229	40%	6673	38%	855	38%
	Strongly Agree	72	39%	22684	42%	8317	47%	945	42%
	Total	186	100%	53627	100%	17740	100%	2277	100%

VC compared with:

Student Focus (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
19 Students' competencies are enhanced	Strongly Disagree	6	3%	738	1%	273	2%	52	2%
	Disagree	14	8%	1860	4%	607	4%	91	4%
	Neither	48	27%	9504	19%	3086	18%	444	21%
	Agree	74	41%	23941	47%	7574	45%	943	44%
	Strongly Agree	38	21%	14798	29%	5211	31%	635	29%
	Total	180	100%	50841	100%	16751	100%	2165	100%
23 Administrators meet the needs of students	Strongly Disagree	31	17%	1542	3%	441	3%	100	5%
	Disagree	33	19%	3411	7%	956	6%	147	7%
	Neither	45	25%	9082	18%	2819	17%	382	18%
	Agree	49	28%	22519	44%	7238	43%	840	39%
	Strongly Agree	20	11%	14750	29%	5340	32%	692	32%
	Total	178	100%	51304	100%	16794	100%	2161	100%
28 Staff (non-instructional, non-administrator) meet the needs of students	Strongly Disagree	6	3%	774	2%	299	2%	49	2%
	Disagree	9	5%	1747	4%	551	4%	75	3%
	Neither	30	17%	9243	19%	3209	21%	263	12%
	Agree	82	47%	21875	45%	6780	44%	937	43%
	Strongly Agree	48	27%	14835	31%	4702	30%	856	39%
	Total	175	100%	48474	100%	15541	100%	2180	100%
31 Students receive an excellent education at this institution	Strongly Disagree	4	2%	552	1%	190	1%	40	2%
	Disagree	9	5%	1464	3%	470	3%	55	3%
	Neither	25	14%	6344	12%	1910	11%	267	12%
	Agree	90	52%	23890	46%	7437	43%	986	45%
	Strongly Agree	46	26%	19901	38%	7157	42%	822	38%
	Total	174	100%	52151	100%	17164	100%	2170	100%

VC compared with:

Student Focus (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
35 This institution prepares students for a career	Strongly Disagree	1	1%	537	1%	195	1%	37	2%
	Disagree	12	7%	1279	2%	387	2%	64	3%
	Neither	25	14%	5608	11%	1791	10%	302	14%
	Agree	85	49%	23739	46%	7470	44%	1006	47%
	Strongly Agree	50	29%	20990	40%	7277	43%	753	35%
	Total	173	100%	52153	100%	17120	100%	2162	100%
37 This institution prepares students for further learning	Strongly Disagree	1	1%	588	1%	220	1%	38	2%
	Disagree	13	8%	1263	2%	430	3%	49	2%
	Neither	12	7%	5407	10%	1696	10%	215	10%
	Agree	90	53%	24643	47%	7731	45%	1052	49%
	Strongly Agree	55	32%	20155	39%	7044	41%	809	37%
	Total	171	100%	52056	100%	17121	100%	2163	100%
40 Students are assisted with their personal development	Strongly Disagree	6	4%	633	1%	223	1%	41	2%
	Disagree	12	7%	1897	4%	564	3%	80	4%
	Neither	30	18%	9210	19%	2952	18%	371	18%
	Agree	84	49%	23313	47%	7363	45%	928	44%
	Strongly Agree	38	22%	14691	30%	5186	32%	671	32%
	Total	170	100%	49744	100%	16288	100%	2091	100%
42 Students seem satisfied with their educational experience at this institution	Strongly Disagree	0	0%	473	1%	168	1%	32	2%
	Disagree	8	5%	1587	3%	441	3%	55	3%
	Neither	42	24%	8658	18%	2758	17%	330	16%
	Agree	99	58%	26962	55%	8566	53%	1082	52%
	Strongly Agree	23	13%	11567	23%	4149	26%	570	28%
	Total	172	100%	49247	100%	16082	100%	2069	100%

Table 3. Supervisory Relationships Frequency Distributions

VC compared with:

Supervisory Relationships	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
2 My supervisor expresses confidence in my work	Strongly Disagree	11	6%	1453	3%	542	3%	101	4%
	Disagree	13	7%	2621	5%	920	5%	128	5%
	Neither	23	12%	4354	8%	1537	8%	216	9%
	Agree	60	32%	15964	29%	5273	29%	685	29%
	Strongly Agree	83	44%	30987	56%	10049	55%	1257	53%
	Total	190	100%	55379	100%	18321	100%	2387	100%
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	Strongly Disagree	15	8%	2267	4%	801	4%	132	6%
	Disagree	19	10%	3209	6%	1097	6%	120	5%
	Neither	26	14%	4956	9%	1744	10%	255	11%
	Agree	51	27%	14947	27%	4932	27%	636	27%
	Strongly Agree	77	41%	29594	54%	9606	53%	1221	52%
	Total	188	100%	54973	100%	18180	100%	2364	100%
12 Work expectations are communicated to me	Strongly Disagree	14	8%	1816	3%	624	3%	87	4%
	Disagree	29	16%	4369	8%	1400	8%	184	8%
	Neither	21	11%	7145	13%	2493	14%	343	15%
	Agree	84	46%	24724	45%	8084	45%	1020	44%
	Strongly Agree	36	20%	16537	30%	5429	30%	670	29%
	Total	184	100%	54591	100%	18030	100%	2304	100%
13 Unacceptable behaviors are identified and communicated to me	Strongly Disagree	26	16%	1386	3%	469	3%	73	4%
	Disagree	14	9%	3055	6%	978	6%	158	8%
	Neither	38	23%	10376	22%	3523	22%	502	25%
	Agree	68	42%	21618	45%	6973	44%	814	41%
	Strongly Agree	16	10%	11491	24%	3854	24%	449	22%
	Total	162	100%	47926	100%	15797	100%	1996	100%

VC compared with:

Supervisory Relationships (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
20 I receive timely feedback for my work	Strongly Disagree	18	10%	2519	5%	851	5%	117	5%
	Disagree	21	11%	4690	9%	1527	9%	167	7%
	Neither	33	18%	9004	17%	3216	18%	424	19%
	Agree	71	39%	21049	39%	6702	38%	878	39%
	Strongly Agree	40	22%	16645	31%	5509	31%	688	30%
	Total	183	100%	53907	100%	17805	100%	2274	100%
21 I receive appropriate feedback for my work	Strongly Disagree	19	10%	2086	4%	721	4%	99	4%
	Disagree	21	11%	4334	8%	1446	8%	169	8%
	Neither	29	16%	8375	16%	2888	16%	379	17%
	Agree	83	45%	22652	42%	7332	41%	935	42%
	Strongly Agree	32	17%	16319	30%	5342	30%	668	30%
	Total	184	100%	53766	100%	17729	100%	2250	100%
26 My supervisor actively seeks my ideas	Strongly Disagree	21	12%	2926	5%	978	6%	142	6%
	Disagree	23	13%	4290	8%	1407	8%	208	9%
	Neither	33	19%	7439	14%	2704	15%	332	15%
	Agree	59	34%	17514	33%	5655	32%	683	31%
	Strongly Agree	40	23%	21203	40%	6827	39%	866	39%
	Total	176	100%	53372	100%	17571	100%	2231	100%
27 My supervisor seriously considers my ideas	Strongly Disagree	20	11%	2706	5%	941	5%	146	7%
	Disagree	19	11%	3614	7%	1229	7%	149	7%
	Neither	30	17%	7331	14%	2653	15%	339	15%
	Agree	56	32%	17379	33%	5600	32%	696	31%
	Strongly Agree	50	29%	22239	42%	7109	41%	897	40%
	Total	175	100%	53269	100%	17532	100%	2227	100%

VC compared with:

Supervisory Relationships (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
30 Work outcomes are clarified for me	Strongly Disagree	18	10%	1898	4%	650	4%	83	4%
	Disagree	33	18%	4346	8%	1351	8%	199	9%
	Neither	42	23%	10286	19%	3440	20%	481	22%
	Agree	64	36%	23190	43%	7570	43%	919	41%
	Strongly Agree	23	13%	13690	26%	4603	26%	555	25%
	Total	180	100%	53410	100%	17614	100%	2237	100%
34 My supervisor helps me to improve my work	Strongly Disagree	20	12%	2489	5%	871	5%	136	6%
	Disagree	22	13%	3837	7%	1232	7%	166	8%
	Neither	27	16%	8224	16%	2949	17%	382	17%
	Agree	58	34%	18428	35%	5871	34%	703	32%
	Strongly Agree	46	27%	19926	38%	6473	37%	798	37%
	Total	173	100%	52904	100%	17396	100%	2185	100%
39 I am given the opportunity to be creative in my work	Strongly Disagree	15	9%	1862	4%	704	4%	99	4%
	Disagree	12	7%	2658	5%	927	5%	118	5%
	Neither	18	10%	6223	12%	2253	13%	271	12%
	Agree	71	41%	20942	40%	6637	38%	802	36%
	Strongly Agree	58	33%	21299	40%	6908	40%	925	42%
	Total	174	100%	52984	100%	17429	100%	2215	100%
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	Strongly Disagree	19	11%	1227	4%	386	5%	83	6%
	Disagree	13	7%	1771	6%	521	6%	89	6%
	Neither	23	13%	3279	11%	1115	13%	167	12%
	Agree	74	43%	12508	41%	3466	41%	559	40%
	Strongly Agree	45	26%	11556	38%	2966	35%	498	36%
	Total	174	100%	30341	100%	8454	100%	1396	100%

VC compared with:

Supervisory Relationships (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
46 Professional development and training opportunities are available	Strongly Disagree	9	5%	1905	4%	658	4%	63	3%
	Disagree	9	5%	3422	6%	1095	6%	116	5%
	Neither	26	15%	6455	12%	2118	12%	241	11%
	Agree	80	45%	22020	42%	7097	41%	964	44%
	Strongly Agree	54	30%	18867	36%	6352	37%	788	36%
	Total	178	100%	52669	100%	17320	100%	2172	100%

Table 4. Teamwork Frequency Distributions

VC compared with:

Teamwork	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
3 There is a spirit of cooperation within my work team	Strongly Disagree	22	11%	2003	4%	745	4%	116	5%
	Disagree	34	17%	4071	7%	1361	7%	177	7%
	Neither	26	13%	5110	9%	1887	10%	248	10%
	Agree	55	28%	18849	34%	6136	34%	800	34%
	Strongly Agree	60	30%	25197	46%	8162	45%	1038	44%
	Total	197	100%	55230	100%	18291	100%	2379	100%
14 My primary work team uses problem-solving techniques	Strongly Disagree	14	8%	1200	2%	439	3%	68	3%
	Disagree	25	14%	2644	5%	896	5%	111	5%
	Neither	24	13%	6671	13%	2398	14%	296	13%
	Agree	73	40%	22215	42%	7226	42%	896	41%
	Strongly Agree	47	26%	20043	38%	6445	37%	834	38%
	Total	183	100%	52773	100%	17404	100%	2205	100%
24 There is an opportunity for all ideas to be exchanged within my work team	Strongly Disagree	30	16%	2214	4%	794	5%	119	5%
	Disagree	26	14%	4231	8%	1418	8%	182	8%
	Neither	21	11%	6247	12%	2228	13%	286	13%
	Agree	69	38%	21324	40%	6890	39%	856	38%
	Strongly Agree	37	20%	19371	36%	6260	36%	785	35%
	Total	183	100%	53387	100%	17590	100%	2228	100%
33 My work team provides an environment for free and open expression of ideas, opinions, and beliefs	Strongly Disagree	35	20%	2261	4%	795	5%	122	6%
	Disagree	11	6%	3668	7%	1227	7%	146	7%
	Neither	23	13%	6043	11%	2067	12%	265	12%
	Agree	66	37%	20133	38%	6505	37%	830	38%
	Strongly Agree	43	24%	20762	39%	6802	39%	836	38%
	Total	178	100%	52867	100%	17396	100%	2199	100%

VC compared with:

Teamwork (continued)	Response Option	VC		PACE Normbase		Large		California	
		Count	%	Count	%	Count	%	Count	%
36 My work team coordinates its efforts with appropriate individuals and teams	Strongly Disagree	19	11%	1385	3%	524	3%	83	4%
	Disagree	15	9%	2694	5%	915	5%	128	6%
	Neither	23	13%	6624	13%	2325	14%	301	14%
	Agree	73	42%	22885	44%	7261	42%	901	42%
	Strongly Agree	45	26%	18489	36%	6076	36%	732	34%
	Total	175	100%	52077	100%	17101	100%	2145	100%
43 A spirit of cooperation exists in my department	Strongly Disagree	31	17%	2333	4%	868	5%	122	6%
	Disagree	23	13%	3657	7%	1240	7%	156	7%
	Neither	9	5%	5365	10%	1949	11%	217	10%
	Agree	57	32%	19573	37%	6384	37%	799	37%
	Strongly Agree	59	33%	21932	41%	6934	40%	881	41%
	Total	179	100%	52860	100%	17375	100%	2175	100%

Table 5. Climate Factor Mean Comparisons

Climate Factor	<i>VC compared with:</i>										
	VC		PACE Normbase			Large			California		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	198	3.388	3.867	***	-.658	3.873	***	-.651	3.825	***	-.559
Institutional Structure	198	2.871	3.533	***	-.734	3.564	***	-.765	3.506	***	-.676
Student Focus	198	3.805	4.100	***	-.456	4.126	***	-.482	4.067	***	-.368
Supervisory Relationships	197	3.588	3.975	***	-.458	3.953	***	-.425	3.927	***	-.379
Teamwork	197	3.502	4.038	***	-.592	4.008	***	-.546	3.974	***	-.480

* p < .05, ** p < .01, *** p < .001

Figure 1. Means by Comparison Group and Climate Factor

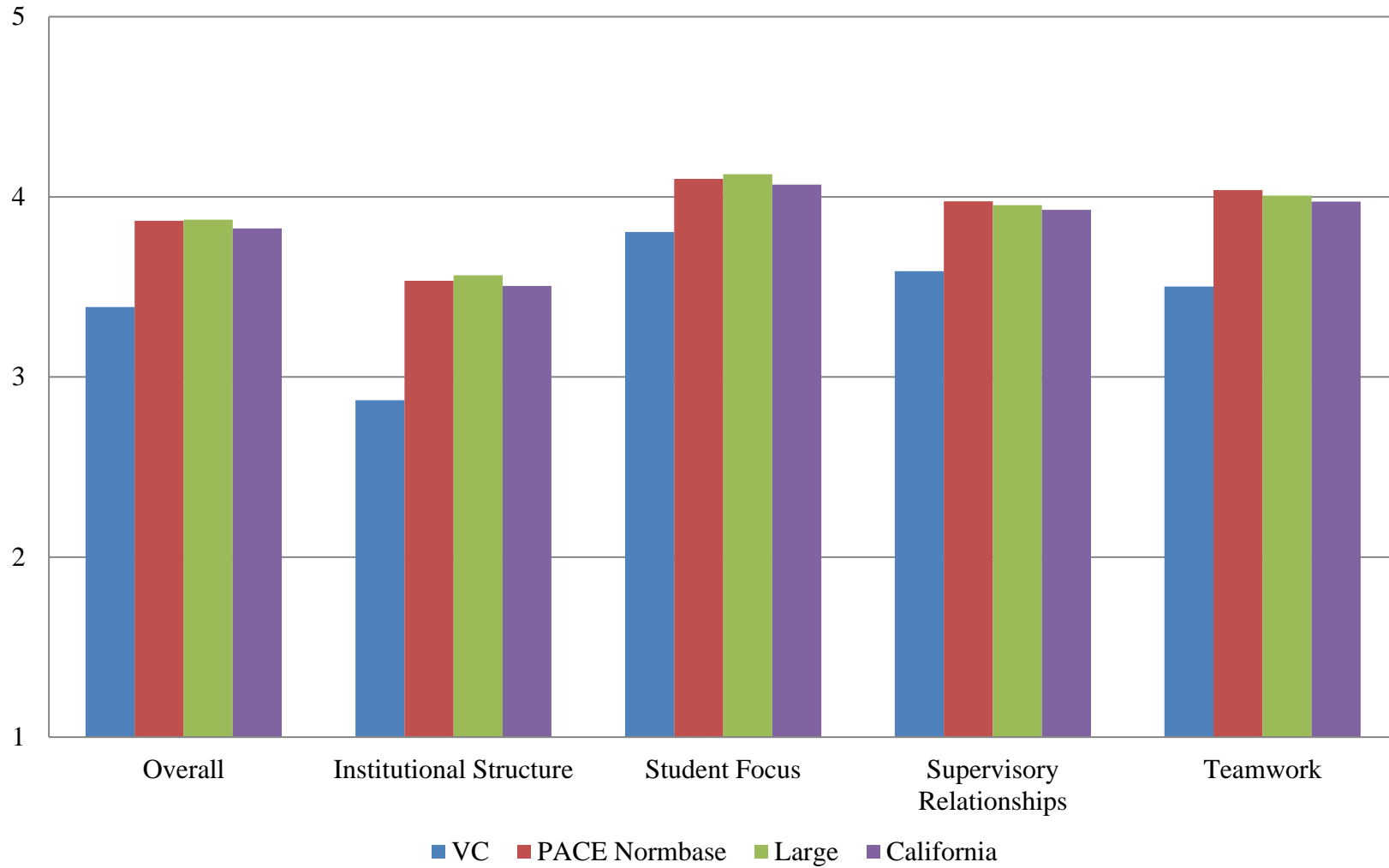


Table 6. Institutional Structure Item Mean Comparisons

Institutional Structure	<i>VC compared with:</i>										
	VC		PACE Normbase			Large			California		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
1 The actions of this institution reflect its mission	194	3.000	3.884	***	-.886	3.909	***	-.909	3.747	***	-.702
4 Decisions are made at the appropriate level at this institution	195	2.682	3.350	***	-.565	3.345	***	-.555	3.334	***	-.540
5 The institution effectively promotes diversity in the workplace	192	3.354	3.864	***	-.476	3.936	***	-.548	3.770	***	-.362
6 Institutional leadership is focused on meeting the needs of students	198	3.121	3.879	***	-.677	3.917	***	-.719	3.749	***	-.527
10 Information is shared within this institution	194	2.665	3.361	***	-.560	3.421	***	-.609	3.424	***	-.612
11 Institutional teams use problem-solving techniques	180	2.761	3.555	***	-.799	3.577	***	-.816	3.503	***	-.720
15 I am able to appropriately influence the direction of this institution	184	2.668	3.171	***	-.418	3.161	***	-.408	3.187	***	-.421
16 Open and ethical communication is practiced at this institution	187	2.572	3.465	***	-.741	3.512	***	-.784	3.432	***	-.699
22 This institution has been successful in positively motivating my performance	185	2.892	3.464	***	-.461	3.474	***	-.468	3.487	***	-.469
25 A spirit of cooperation exists at this institution	184	2.543	3.536	***	-.838	3.585	***	-.887	3.571	***	-.838
29 Institution-wide policies guide my work	180	3.456	3.844	***	-.400	3.864	***	-.420	3.773	***	-.311
32 This institution is appropriately organized	176	2.500	3.279	***	-.646	3.316	***	-.668	3.335	***	-.674
38 I have the opportunity for advancement within this institution	165	2.794	3.206	***	-.319	3.253	***	-.352	3.286	***	-.378
41 I receive adequate information regarding important activities at this institution	179	3.369	3.733	***	-.336	3.776	***	-.381	3.741	***	-.343
44 Administrative processes are clearly defined	177	2.616	3.280	***	-.550	3.288	***	-.553	3.202	***	-.463

* p <.05, ** p < .01, *** p < .001

Table 7. Student Focus Item Mean Comparisons

Student Focus	<i>VC compared with:</i>										
	VC		PACE Normbase			Large			California		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
7 Student needs are central to what we do	196	3.582	4.079	***	-.476	4.111	***	-.507	3.988	***	-.361
8 I feel my job is relevant to this institution's mission	190	4.421	4.477			4.456			4.435		
17 Faculty meet the needs of students	180	3.778	4.026	***	-.272	4.038	***	-.284	3.948	*	-.175
18 Student diversity is important at this institution	186	4.097	4.170			4.251	*	-.175	4.086		
19 Students' competencies are enhanced	180	3.689	3.987	***	-.343	4.005	***	-.356	3.932	***	-.258
23 Administrators meet the needs of students	178	2.966	3.887	***	-.925	3.957	***	-1.014	3.869	***	-.823
28 Staff (non-instructional, non-administrator) meet the needs of students	175	3.897	3.995			3.967			4.136	***	-.260
31 Students receive an excellent education at this institution	174	3.948	4.172	***	-.271	4.218	***	-.324	4.150	**	-.232
35 This institution prepares students for a career	173	3.988	4.215	***	-.280	4.241	***	-.310	4.098		
37 This institution prepares students for further learning	171	4.082	4.201			4.224	*	-.172	4.177		
40 Students are assisted with their personal development	170	3.800	3.996	**	-.226	4.027	***	-.260	4.008	**	-.227
42 Students seem satisfied with their educational experience at this institution	172	3.797	3.966	**	-.214	4.000	***	-.256	4.016	***	-.269

* p <.05, ** p < .01, *** p < .001

Table 8. Supervisory Relationships Item Mean Comparisons

VC compared with:

Supervisory Relationships	VC		PACE Normbase			Large			California		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
2 My supervisor expresses confidence in my work	190	4.005	4.308	***	-.307	4.275	***	-.267	4.202	*	-.181
9 My supervisor is open to the ideas, opinions, and beliefs of everyone	188	3.830	4.208	***	-.346	4.180	***	-.315	4.140	***	-.268
12 Work expectations are communicated to me	184	3.538	3.912	***	-.366	3.904	***	-.356	3.869	***	-.314
13 Unacceptable behaviors are identified and communicated to me	162	3.210	3.809	***	-.619	3.808	***	-.613	3.705	***	-.479
20 I receive timely feedback for my work	183	3.514	3.828	***	-.285	3.814	***	-.271	3.815	***	-.271
21 I receive appropriate feedback for my work	184	3.478	3.870	***	-.371	3.853	***	-.352	3.846	***	-.341
26 My supervisor actively seeks my ideas	176	3.420	3.933	***	-.441	3.908	***	-.418	3.862	***	-.363
27 My supervisor seriously considers my ideas	175	3.554	3.992	***	-.386	3.953	***	-.347	3.920	***	-.306
30 Work outcomes are clarified for me	180	3.228	3.794	***	-.552	3.802	***	-.558	3.744	***	-.490
34 My supervisor helps me to improve my work	173	3.509	3.935	***	-.382	3.911	***	-.356	3.852	***	-.289
39 I am given the opportunity to be creative in my work	174	3.833	4.079	**	-.242	4.040	*	-.196	4.055	**	-.204
45 I have the opportunity to express my ideas to my supervisor in appropriate forums	174	3.649	4.035	***	-.369	3.959	***	-.289	3.931	**	-.248
46 Professional development and training opportunities are available	178	3.904	3.997			4.004			4.058	*	-.157

* p <.05, ** p < .01, *** p < .001

Table 9. Teamwork Item Mean Comparisons

Teamwork		<i>VC compared with:</i>										
		VC		PACE Normbase			Large			California		
		N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size	Mean	Sig.	Effect size
3	There is a spirit of cooperation within my work team	197	3.492	4.107	***	-.571	4.072	***	-.526	4.037	***	-.474
14	My primary work team uses problem-solving techniques	183	3.623	4.085	***	-.485	4.054	***	-.444	4.051	***	-.422
24	There is an opportunity for all ideas to be exchanged within my work team	183	3.311	3.963	***	-.602	3.933	***	-.564	3.900	***	-.511
33	My work team provides an environment for free and open expression of ideas, opinions, and beliefs	178	3.399	4.011	***	-.566	3.994	***	-.541	3.960	***	-.488
36	My work team coordinates its efforts with appropriate individuals and teams	175	3.629	4.045	***	-.432	4.020	***	-.394	3.966	***	-.320
43	A spirit of cooperation exists in my department	179	3.503	4.043	***	-.494	3.994	***	-.439	3.994	***	-.420

* p <.05, ** p < .01, *** p < .001